Canadian Northern Economic Development Agency (CanNor)

2017–18

Departmental Plan

The Honourable Navdeep Bains, P.C., M.P.
Minister of Innovation, Science and Economic Development

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Minister's message

Our 2017–18 Departmental Plan provides parliamentarians and Canadians with information on what we do and the results we are trying to achieve during the upcoming year. To improve reporting to Canadians, we are introducing a new, simplified report to replace the Report on Plans and Priorities.

The title of the report has been changed to reflect its purpose: to communicate our annual performance goals and the financial and human resources forecast to deliver those results. The report has also been restructured to tell a clearer, more straightforward and balanced story of the actual results we are trying to achieve, while continuing to provide transparency on how tax payers' dollars will be spent. We describe our programs and services for Canadians, our priorities for 2017–18, and how our work will fulfill our departmental mandate commitments and the government's priorities.

Through the programs of the Innovation, Science and Economic Development Portfolio, we are working together to deliver Canada's Innovation Agenda—a whole-of-government initiative to position Canada as a global centre for innovation, create better jobs and opportunities for the middle class, drive growth across all industries and improve the living standards of all Canadians. The work of the Portfolio also includes commercializing more research and ideas; providing more Canadians with the skills to participate in a global and digital economy; helping small businesses grow through innovation, access to capital and trade; promoting increased tourism to Canada; and supporting scientific research and the integration of scientific considerations in our investment and policy choices.

It is my pleasure to present the Departmental Plan for the Canadian Northern Economic Development Agency for 2017–18.

The Honourable Navdeep Bains
Minister of Innovation, Science
and Economic Development

Institutional Head's message

CanNor's work focuses on helping to build a diversified, sustainable and dynamic economy across the three territories, and in turn, contributing to Canada's prosperity.

The North is a region with much opportunity for economic development, with a young and vibrant population living across a vast area of land, rich with resource potential and growing skilled business capacity. However, building sustainable northern economies will continue to require an increased focus on investments that contribute to economic diversification and clean growth. To this end, the Agency supports opportunities to innovate, to diversify and to build on the natural assets of the North through a suite of contribution programs, the Northern Projects Management Office (NPMO), and by serving as a strong advocate for the North.

CanNor delivers a selection of programs and services in partnership with governments, Indigenous organizations, NGOs, and the private sector across the three territories to maximize impacts in the North. Through its NPMO, the Agency plays an important role by facilitating federal involvement in the northern environmental review processes for proposed major resource development and infrastructure projects in northern Canada. The Office also provides issues management, path-finding and advice to industry and communities. CanNor also serves as a voice for the North, sharing its insights, knowledge and partnerships to help inform federal policy.

As CanNor looks ahead to the coming year, the Agency will continue to invest in the activities that help the development and diversification of the northern economy. Whether through the support of new and emerging industries, the development and adoption of northern clean technologies, firms with growth potential, or helping Northerners build the capacity needed to participate more fully in the labour market, CanNor will play a key role in the North's inclusion in the Government of Canada's Innovation Agenda. Finally, CanNor will focus on continuing to review its programs and processes with the objective of continuous improvement of our service delivery to ensure Northerners – and Canadians – are getting the most effective results.

Janet King
President of the Canadian Northern Economic Development Agency

Plans at a glance

In 2017-18, CanNor will continue to help develop a diversified, sustainable, and dynamic economy across Canada's three territories. To do so, CanNor will direct contribution funding programs, and NPMO services, to support business and sustainable resource development, skills development and community development. The Agency will leverage opportunities for innovation and growth in areas including tourism, fisheries, mining and cultural industries; these activities are expected to result in new opportunities for northern businesses, communities, organizations and individuals to contribute their expertise, cultures and innovation to grow Canada's economy.

CanNor's focus for 2017-18 includes the following:

1. **Support the development of the Innovation Agenda**

CanNor will ensure that its unique northern knowledge, presence and relationships are fully exercised in the implementation of the Government of Canada's Innovation Agenda. In 2017-18, the Agency will invest a minimum of $2 million in renewable energy and clean technologies. Investments in clean energy have the potential not only to lower the high cost of doing business, but would also help accelerate clean growth in the North. CanNor will also work to strengthen linkages between the northern innovation ecosystem and both northern and other southern expertise, capital and markets, and help to provide Northerners with the skills they need to participate in the growing economy. These connections will help to develop and commercialize new products and services.

2. **Advancing Northern Economic Development**

CanNor will advance northern economic development by supporting projects that contribute to economic growth and diversification. Through the Northern Aboriginal Economic Opportunities Program (NAEOP), CanNor supports increased participation of northern Indigenous communities and businesses in the economy. This year, the Agency will conclude an evaluation of NAEOP that will be used to strengthen program delivery and results-based outcomes. CanNor will continue to deepen its relationship with partner organizations that deliver Indigenous business funding and services on behalf of the Agency, ensuring that they can continue to assist Indigenous SMEs to develop into sustainable companies with long-term growth potential.

The Strategic Investments in Northern Economic Development Program (SINED), which aims to create the conditions for long-term sustainable economic development, will sunset on March 31,

2018. The Agency is reviewing the program with a view to determining how to best support long-term, sustainable economic development in the North.

3. Advancing Major Projects Across the North

In 2017-18, CanNor's NPMO will continue to facilitate the advancement of approximately 30 major resource projects currently engaged in the environmental assessment process. These efforts help support sustainable resource development, a significant economic enabler for the three northern economies. The Northern Projects Management Office coordinates a transparent approach to the federal participation in the review and approval of major projects, including maintaining the official Crown consultation record. Over the long-term, these projects have the potential to generate 10,000 jobs for the North and $38 billion in capital investments.

For more information on CanNor's plans, priorities and the planned results, see the "Planned results" section of this report.

Raison d'être, mandate and role: who we are and what we do

Raison d'être

Contributing to jobs and growth in Canada, the Canadian Northern Economic Development Agency (CanNor) works to develop a diversified, sustainable and dynamic economy across Canada's three territories. It does this by delivering funding programs to Northerners, including Indigenous people, as well as coordinating and facilitating federal departments involved in reviewing major projects across the North through the NPMO. It also undertakes research to support the development of evidence-based policies, advocating for northern economic prosperity and diversification, and collaborating with other federal departments, territorial governments, Indigenous organizations, and industry.

Mandate and role

CanNor advances economic development in Canada's North through business, community and capacity development by delivering a suite of contribution programs that foster growth and innovation, and by providing pan-northern knowledge and expertise to enhance the effectiveness of federal policy initiatives. As well, the Agency's NPMO coordinates federal participation in regulatory review processes and Crown consultation with Indigenous peoples for major projects in order to maximize the collective impact and improve the timeliness and effectiveness of the process.

The Agency works closely with all federal partners whose operations impact the North's economic development landscape, as well as with territorial governments, communities, Indigenous organizations and the private sector. These strong partnerships enable the Agency to advance economic initiatives that help to diversify and grow the northern economy and to advance the Government of Canada's priorities in the North.

CanNor is a part of the Innovation, Science and Economic Development (ISED) portfolio and supports the implementation of the Government of Canada priorities and the mandate letters for the Ministers of ISED, Small Business and Tourism, and Science and Technology by working collaboratively with portfolio partners.

Commitments of specific relevance to CanNor in the Mandate Letter of the Minister of ISED:

1. Develop an Innovation Agenda that includes…working with Regional Development Agencies to make strategic investments that build on competitive regional advantages. For those communities that have relied heavily on one sector in the past for economic opportunities, investments that support transition and diversification may be appropriate. Communities that have relied on traditional manufacturing are likely to require specific strategies to support economic growth;
2. Support the Ministers of Environment and Climate Change and Natural Resources in making strategic investments in our clean technology sector;
3. Support the Ministers of Natural Resources, Environment and Climate Change, Indigenous and Northern Affairs, and Fisheries, Oceans and the Canadian Coast Guard in making investments that will make our resource sectors world leaders in the use and development of clean and sustainable technology and processes; and,
4. Work with the Minister of Indigenous and Northern Affairs and the Minister of Employment, Workforce Development and Labour to promote economic development and create jobs for Indigenous Peoples.

Commitments of specific relevance to CanNor in the Mandate Letter of the Minister of Small Business and Tourism:

1. Engage provincial, territorial, and municipal governments to create as much alignment as possible with complementary programs delivered by other governments to support SMEs.
2. Work with provincial, territorial, and municipal counterparts to promote Canadian tourism and strengthen the Canadian brand abroad for tourists.

Commitments of specific relevance to CanNor in the Mandate Letter of the Minister of Science and Technology:

1. Support your colleagues in the review and reform of Canada's environmental assessment processes to ensure that environmental assessment decisions are based on science, facts, and evidence.

For more general information about the Agency, see the "Supplementary information" section of this report. For more information on the Agency's organizational mandate letter commitments, see the Ministers' mandate letters on the Prime Minister of Canada's website[i].

Operating context: conditions affecting our work

Canada's territories are home to approximately 119,000 people, half of whom are Indigenous, living across over 40% of Canada's landmass. The northern governance landscape is composed of various settled and unsettled land claims and self-governing Indigenous organizations.

Economic development and growth throughout the territories is challenging due to a sparse and widely distributed population, cyclical downturns due to a dependence on natural resource extraction, a significant infrastructure deficit, high energy costs and labour-market challenges. These challenges inform CanNor's activities and operations, and impact how it delivers on its mandate.

The North's natural resources will continue to be a strong foundation for economic growth. According to the Conference Board of Canada's latest Territorial Outlook[ii], northern Gross Domestic Product (GDP) is forecasted to grow moderately during 2017. Regional differences, however, are pronounced with positive percentage changes forecast in GDP growth for NWT and Nunavut (4.9% and 15.6% respectively), as new mines are expected. Whereas the forecast for the Yukon is a negative percentage change in GDP (-7.7%), given that there are currently no operating mines. Over the medium- and long-term, it is expected that resource development will increase, however building sustainable northern economies will continue to require an increased focus on investments that contribute to economic diversification and ultimately, clean growth.

Many Northern communities have a significant infrastructure deficit, including a lack of affordable and reliable connectivity when compared to southern Canada. With nearly 70% of northern communities relying on aging diesel generators for power, the high price of energy drives up cost of doing business in the North, which impedes economic development efforts. Increased investments in clean technologies and Information Technology (IT) infrastructure will present new economic development opportunities for the North to grow and diversify and may help to lower the overall cost of doing business.

Climate change is bringing both challenges and opportunities to the northern economy. Warming temperatures have led to permafrost degradation resulting in the deterioration of some infrastructure and has shortened the operating season and load capacity of winter roads with associated challenges to businesses and communities. However, melting ice conditions in the high Arctic provides opportunity for increased international shipping and tourism.

CanNor works closely with ISED and its portfolio organizations, and across government departments, to implement the roll out of national activities, such as targeted support for clean technology activities, the Accelerated Growth Service (AGS) and the Canada 150 Community

Infrastructure Program (CIP 150). This continued collaboration will support the Agency's efforts as it advances plans and priorities in support of northern economic development.

Key risks: things that could affect our ability to achieve our plans and results

While the North presents opportunities for economic development, growth and innovation, factors including its vast and remote geography, lack of infrastructure, connectivity challenges, the cost and access to energy, and shortage of skilled labour all contribute to a challenging operating environment. These factors present added challenges for businesses and also prevent Northerners from fully benefiting from economic development opportunities.

CanNor's key risks and response strategies are presented on the next page.

Key risks

Risks	Risk response strategy	Link to the department's Programs	Link to mandate letter commitments or to government-wide and departmental priorities
Limited Economic Diversification A high degree of reliance on the mining and oil/gas sector results in an increased vulnerability to the cyclical changes in commodity prices.	CanNor will make investments to leverage other regional advantages (eg. tourism, fisheries, arts and culture) in order to help mitigate the boom and bust cycle of the resource sector.	1.1 Economic Development 1.2 Policy and Alignment	ISED Mandate letter commitments noted as 1, 2 and 4 in this document.
Infrastructure deficit Significant capital and operating costs resulting from a core infrastructure deficit, including connectivity, constrain opportunities for northern economic development, impacting the effectiveness of CanNor's programming.	CanNor will continue working with partners to provide advice with respect to federal infrastructure priorities. The Agency will make investments in a range of community economic infrastructure.	1.1. Economic Development 1.2. Policy and Alignment	ISED Mandate letter commitments noted as 1 and 4 in this document.
Labour Market Competition within the limited labour pool in the North carries risks for recruitment and retention and impacts the ability of businesses to grow and diversify.	CanNor is making investments that support skills development in the North, in order to help strengthen and increase the labour force of the private and public sectors.	1.1. Economic Development 1.2. Policy and Alignment	Whole-of-government priority to create job opportunities and economic growth for Indigenous people.
Short-term Program Renewals 66% of contribution funding sunsets on March 31, 2018. Short-term (2 year) funding cycles limits CanNor's capacity to make long-term investments.	CanNor is consulting stakeholders to inform a strong business case for a SINED renewal focused on Northern economic needs.	1.1 Economic Development 1.2 Policy and Alignment	Whole-of-government priority to track and report on progress of commitments, assess the effectiveness of the work and align resources with priorities.

Planned results: what we want to achieve this year and beyond

Programs

1.1 Economic Development

Description

This program supports economic development in Canada's three territories: Nunavut, Northwest Territories and Yukon. Ensuring that the North is able to participate actively in the economy is essential to Canada's economic growth. Each territory has unique opportunities and challenges that require individual strategies to foster sustainable, competitive and diverse economic development. Through funding support, CanNor strengthens and stimulates the northern economy by taking steps to advance private sector efforts, ranging from small and medium enterprises to large-scale industry. There is also a strong focus on creating the conditions to position individuals, including Indigenous and non-Indigenous Northerners, communities and business-related organizations for economic success.

Planning highlights

The Agency will implement its plans to respond to the needs of Northerners by increasing its direct work with businesses, support investments in innovation, advance northern economic diversification, and enhance its service delivery.

Foster Innovation and Clean Growth

CanNor aggregate support for clean technology will meet or exceed $2 million in 2017-18 to support growing the economy and creating jobs while protecting the environment.

To achieve the expected results for this program, and support Ministers' mandate letter commitments, the Agency plans to undertake the following:

- foster innovation in the North by working with northern partners to support projects that develop, adopt, or adapt innovative products, services or processes relevant to a particular sector and location, through CanNor's contribution programs;
- advance northern economic development and diversification by making investments in sectors such as mining, tourism and cultural industries, building on regional resource development potential;

- focus investment, to the extent practical, on enabling experimentation with program delivery to find new approaches to improve outcomes for Northerners and all Canadians; and,
- support Northerners and Indigenous peoples to ensure that they have the capacity to participate in and benefit from economic opportunities by investing in northern businesses, particularly Indigenous small and medium sized enterprises.

Planned results

Expected results	Performance indicators	Target	Date to achieve target	2013–14 Actual results	2014–15 Actual results	2015–16 Actual results
Increased northern economic activity and well-being of northern communities	Northern Economic Index (NEI)	Value of 24 to 26	March 31, 2018	13.5	13.5	4.5

Note: Although useful in measuring the overall health of the northern economy, the NEI does not directly measure the impact of the Agency's contribution programming. In the upcoming year, as part of implementing the new results-based approach, the Agency will be developing complimentary indicators.

Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2018–19 Planned spending	2019–20 Planned spending
39,880,184	39,880,184	13,761,172	13,761,172

- The sunsetting of both the Strategic Investments in Northern Economic Development ($19.8 million) program and the Canada 150 Community Infrastructure Program ($6.4 million) in 2017-18 make up the overall reduction.

Human resources (full-time equivalents)

2017–18 Planned full-time equivalents	2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents
28	14	14

1.2 Policy and Alignment

Description

The Agency's Policy and Alignment program undertakes research and analysis to inform programming and policy direction and support ministerial decision making. In addition, the Program plays an advocacy role inside and outside of the federal government to ensure Northern interests are considered.

Planning highlights

To achieve the expected results for this program, and support Ministers' mandate letter commitments, the Agency plans to undertake the following:

Enhance evidence based policy decision-making

Development of sector profiles in cultural industries and fisheries which will help inform strategic investment decisions.

- continue to advocate and provide a northern perspective to federal partners to inform national policy decisions that impact the North, such as the Arctic Policy Framework, announced on December 20, 2016;
- continue to provide a single window, through the NPMO, for federal issues management, information and guidance to project proponents and others regarding the applicable environmental and socio-economic assessment and regulatory requirements;
- continue to provide effective federal coordination related to major projects and maintain, for those projects, the official Crown consultation records; and,
- evaluate the performance of key CanNor programs, including the Strategic Investments in Northern Economic Development program and Northern Aboriginal Economic Opportunities Program to inform future renewal processes and ensure program alignment with the changing needs of the North.

Planned results

Expected results	Performance indicators	Target	Date to achieve target	2013–14 Actual results	2014–15 Actual results	2015–16 Actual results
Policies, programs and initiatives that are effective in strengthening the northern Canadian economy, thereby enabling Northerners to access business and community development opportunities	Composite of performance indicators for the Economic Development Program and the related Sub-Programs of Business Development and Community Development	Meet or exceed at least 2/3 of targets identified in Program 1.1 and the related Sub-Programs	March 31, 2018	43%	4 of 7 indicators met	5 of 7 indicators met

Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2018–19 Planned spending	2019–20 Planned spending
4,222,127	4,222,127	4,259,896	4,368,399

The small increase in 2019-20 is due to an adjustment in the Northern Projects Management Office's funding.

Human resources (full-time equivalents)

2017–18 Planned full-time equivalents	2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents
26	26	26

Information on the Canadian Northern Economic Development Agency's lower-level programs is available on CanNor's website[iii] and in the TBS InfoBase.[iv]

Internal Services

Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Planning highlights

In support of continuous improvement of its Internal Services, the Agency plans to undertake the following:

- continue to collaborate with other Regional Development Agencies in exploring opportunities for improvement in the efficient delivery of programs and services to Canadians;
- continue to implement the Agency's People Management Plan (including the Inuit Employment Plan) to enhance overall workforce capacity and improve workplace well-being, including mental health awareness;
- continue to work to meet Article 23 of the *Nunavut Land Claims Agreement*, which requires that the level of Inuit employment within Government reflect the ratio of Inuit to the total population in Nunavut, including through support of Pilimmaksaivik, the Inuit Centre of Excellence in Employment; and,
- support potential Estimates Reform and implementation of new accounting measures.

Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2018–19 Planned spending	2019–20 Planned spending
5,978,872	5,978,872	5,975,321	5,975,321

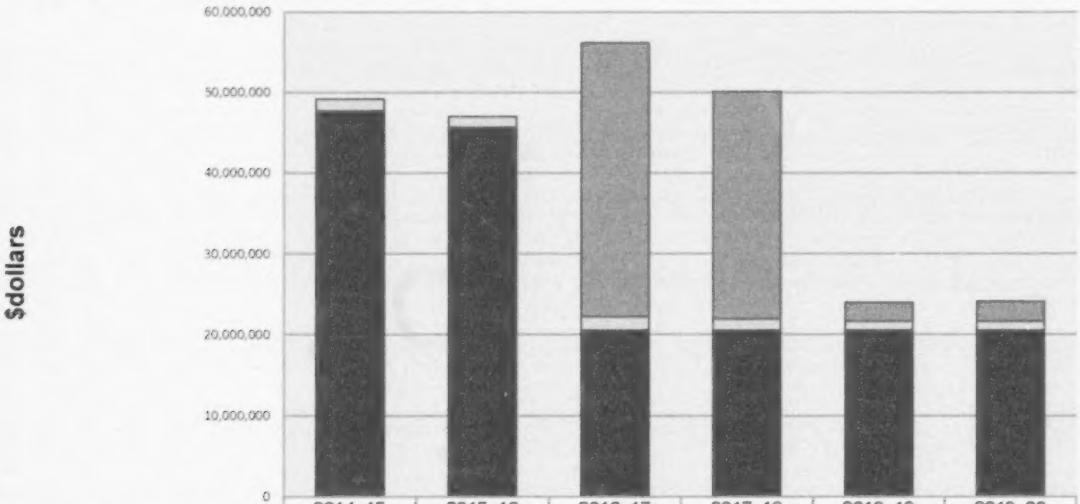
Human resources (full-time equivalents)

2017–18 Planned full-time equivalents	2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents
26	26	26

Spending and human resources

Planned spending

Departmental spending trend graph



	2014–15	2015–16	2016–17	2017–18	2018–19	2019–20
Sunset Programs – Anticipated	0	0	33,862,292	28,168,000	2,357,461	2,465,964
Statutory	1,462,388	1,339,601	1,735,689	1,381,597	1,107,342	1,107,342
Voted	47,658,173	45,608,819	20,482,779	20,531,586	20,531,586	20,531,586
Total	49,120,561	46,948,420	56,080,760	50,081,183	23,996,389	24,104,892

Sunsetting of both the Strategic Investments in Northern Economic Development Program ($19.8 million) and the Canada 150 Community Infrastructure Program ($6.4 million) in 2017-18 make up the majority of the overall reduction from 2018-19 onward. Decisions regarding the extension, reduction or enhancement of programs and funding will be reflected in the Agency's future budget exercises and Estimate documents.

Budgetary planning summary for Programs and Internal Services (dollars)

Programs and Internal Services	2014–15 Expenditures	2015–16 Expenditures	2016–17 Forecast spending	2017–18 Main Estimates	2017–18 Planned spending	2018–19 Planned spending	2019–20 Planned spending
Economic Development	38,684,842	36,670,762	44,961,514	39,880,184	39,880,184	13,761,172	13,761,172
Policy and Alignment	3,955,430	3,949,912	4,294,927	4,222,127	4,222,127	4,259,896	4,368,399
Subtotal	42,610,272	40,620,674	49,256,441	44,102,311	44,102,311	18,021,068	18,129,571
Internal Services	6,480,289	6,327,746	6,824,319	5,978,872	5,978,872	5,975,321	5,975,321
Total	49,120,561	46,948,420	56,080,760	50,081,183	50,081,183	23,996,389	24,104,892

- From 2014-15 to 2015-16, significant adjustments included the reduction of funding for the Northern Adult Basic Education Program by $3.0 million, and an increase of $1.4 million in the second year of the Centre for Northern Innovation in Mining program.
- From 2015-16 to 2016-17, the majority of the increase to the Agency's overall budget was due to new funding for the Canada 150 Community Infrastructure Program ($6.4 million). This was partially offset by a reduction of $1.3 million funding for the Centre for Northern Innovation in Mining. Other minor program adjustments also occurred during program renewal. A carry-forward of $720,000 was included in 2016-17.
- The Northern Adult Basic Education Program and the Centre for Northern Innovation in Mining initiative are expected to sunset on March 31, 2017 which accounts for the decrease in 2017-18.

Planned human resources

Human resources planning summary for Programs and Internal Services (full-time equivalents)

Programs and Internal Services	2014–15 Full-time equivalents	2015–16 Full-time equivalents	2016–17 Forecast full-time equivalents	2017–18 Planned full-time equivalents	2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents
Economic Development	33	28	29	28	14	14
Policy and Alignment	25	27	26	26	26	26
Subtotal	58	55	55	54	40	40
Internal Services	24	25	26	26	26	26
Total	82	80	81	80	66	66

- With the sunset of the Northern Adult Education Program, planned Full-time equivalents (FTEs) are anticipated to decrease from 81 to 80 in 2017-18.
- With the sunset of the Strategic Investments in Northern Economic Development program, planned FTEs are anticipated to decrease from 80 in 2017-18 to 66 in 2018-19.
- Figures for 2018-19 and beyond may need to be adjusted depending on decisions with respect to sunsetting programs.

Estimates by vote

For information on the Agency's organizational appropriations, consult the 2017–18 Main Estimates.[v]

Future-Oriented Condensed Statement of Operations

The Future-Oriented Condensed Statement of Operations provides a general overview of the Canadian Northern Economic Development Agency's operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the Future-Oriented Condensed Statement of Operations is prepared on an accrual accounting basis, and the forecast and planned spending amounts presented in other sections of the Departmental Plan are prepared on an expenditure basis, amounts may differ.

A more detailed Future-Oriented Statement of Operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on CanNor's website[vi].

Future-Oriented Condensed Statement of Operations for the year ended March 31, 2018 (dollars)

Financial information	2016–17 Forecast results	2017–18 Planned results	Difference (2017–18 Planned results minus 2016–17 Forecast results)
Total expenses	56,332,653	50,782,363	5,550,290
Total revenues	-	-	-
Net cost of operations before government funding and transfers	56,332,653	50,782,363	5,550,290
The difference is mainly due to the sunset of the Northern Adult Basic Education Program ($3.9 million) and the Centre for Northern Innovation in Mining programs ($1.1 million). The impact of accrual items (capitalization and employee insurance benefits) and other administrative adjustments accounts for the difference.			

Supplementary information

Corporate information

Organizational profile

Minister: The Honourable Navdeep Bains, P.C., M.P.

Institutional head: Janet King

Ministerial portfolio: Innovation, Science and Economic Development

Enabling instrument(s): Public Service Rearrangement and Transfer of Duties Act, R.S.C. 1985, c. P-34 [vii]

Year of incorporation / commencement: 2009

Other:

Reporting framework

The CanNor Strategic Outcome and Program Alignment Architecture (PAA) of record for 2017–18 are shown below:

1. Strategic Outcome: Developed and diversified territorial economies that support prosperity for all Northerners.

- **1.1 Program:** Economic Development
  - **1.1.1 Sub-Program:** Business Development
  - **1.1.2 Sub-Program:** Community Development
- **1.2 Program:** Policy and Alignment
  - **1.2.1 Sub-Program:** Policy and Advocacy
  - **1.2.2 Sub-Program:** Coordination and Alignment
- **Internal Services**

Supporting information on lower-level programs

Supporting information on lower-level programs is available on CanNor's website[viii] and in the TBS InfoBase.[ix]

Supplementary information tables

The following supplementary information tables are available on CanNor's website[X].

- Details on transfer payment programs of $5 million or more
- Disclosure of transfer payment programs under $5 million
- Upcoming evaluations over the next five fiscal years
- Upcoming internal audits for the coming fiscal year

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the Report on Federal Tax Expenditures.[XI] This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

Organizational contact information

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Email the Northern Projects Management Office: npmo.bgpn@cannor.gc.ca
Website: cannor.gc.ca[XII]

Appendix: definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Core Responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

Departmental Plan (Plan ministériel)

Provides information on the plans and expected performance of appropriated departments over a three-year period. Departmental Plans are tabled in Parliament each spring.

Departmental Result (résultat ministériel)

A Departmental Result represents the change or changes that the department seeks to influence. A Departmental Result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

Departmental Result Indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a Departmental Result.

Departmental Results Framework (cadre ministériel des résultats)

Consists of the department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

Departmental Results Report (Rapport sur les résultats ministériels)

Provides information on the actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2017–18 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

horizontal initiatives (initiative horizontale)

A horizontal initiative is one in which two or more federal organizations, through an approved funding agreement, work toward achieving clearly defined shared outcomes, and which has been designated (e.g. by Cabinet, a central agency, etc.) as a horizontal initiative for managing and reporting purposes.

Management, Resources and Results Structure (Structure de la gestion, des ressources et des résultats)

A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator (indicateur de rendement)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (production de rapports sur le rendement)

The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

plans (plan)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priorities (priorité)

Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program (programme)

A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture (architecture d'alignement des programmes)

A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

results (résultat)

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome (résultat stratégique)

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program (programme temporisé)

A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target (cible)

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

i. **Minister's Mandate Letter**, http://pm.gc.ca/eng/minister-innovation-science-and-economic-development-mandate-letter
ii. **The Conference Board of Canada, Territorial Outlook**, http://www.conferenceboard.ca/e-library/abstract.aspx?did=8235
iii. **Canadian Northern Economic Development Agency**, http://www.cannor.gc.ca/
iv. **TBS InfoBase**, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start
v. **2017–18 Main Estimates**, http://www.tbs-sct.gc.ca/hgw-cgf/finances/pgs-pdg/gepme-pdgbpd/index-eng.asp
vi. **Canadian Northern Economic Development Agency**, http://www.cannor.gc.ca/
vii. **Public Service Rearrangement and Transfer of Duties Act, R.S.C. 1985, c.P-34**, http://laws-lois.justice.gc.ca/eng/acts/P-34/index.html
viii. **Canadian Northern Economic Development Agency**, http://www.cannor.gc.ca/
ix. **TBS InfoBase**, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start
x. **Canadian Northern Economic Development Agency**, http://www.cannor.gc.ca/
xi. **Report on Federal Tax Expenditures**, http://www.fin.gc.ca/purl/taxexp-eng.asp
xii. **Canadian Northern Economic Development Agency**, http://www.cannor.gc.ca/
xiii. **2016–19 Federal Sustainable Development Strategy (FSDS)**, http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=CD30F295-1
xiv. **Federal Sustainable Development Act**, http://laws-lois.justice.gc.ca/eng/acts/F-8.6/index.html